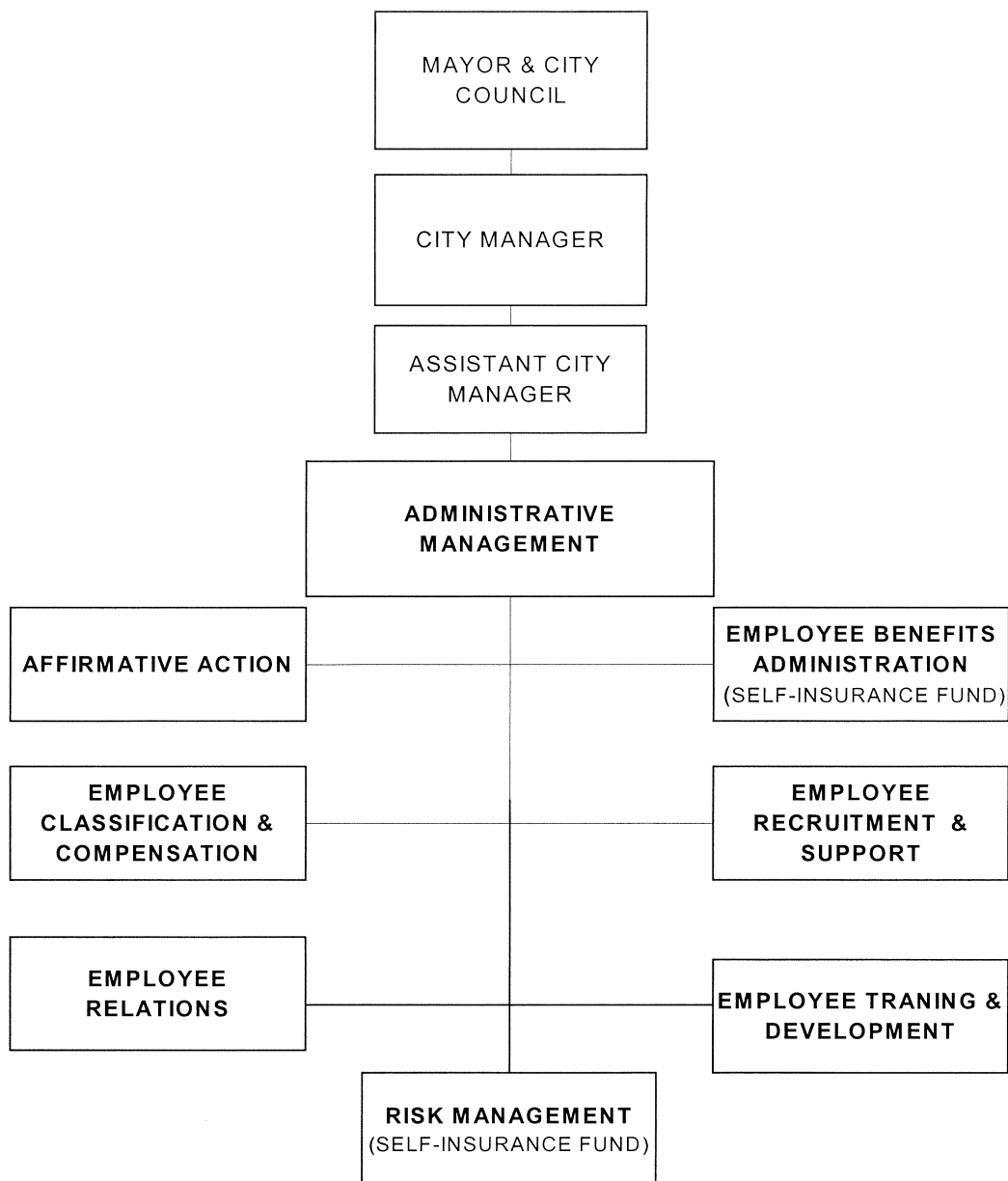


HUMAN RESOURCES



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	33.00	\$2,437,529
Employee Benefits Fund	18.00	74,641,238
Unemployment Compensation Fund	0.00	455,000
Extended Sick Leave Fund	0.00	30,000
Occupational Health Fund	1.00	215,859
Workers' Compensation Fund	16.00	14,600,903
Liability Fund	16.00	10,736,164
Alternate Services Employee Fund	1,946.00	9,026,651
Total Funding	2,030.00	\$112,413,344

MISSION STATEMENT

The mission of the Human Resources Department is to provide a qualified and capable workforce to assist the City in achieving its goal of providing quality services to the citizens of San Antonio.

PROGRAM INFORMATION

The Human Resources Department is responsible for providing human resource programs including: employee recruitment and selection; job classification and compensation analysis; administration of employee benefits; employee testing and training and facilitation of employee grievances and disciplinary hearings before the Municipal Civil Service Commission for non-uniformed employees. The department also staffs the Fire and Police Civil Service Commission, facilitates entry and promotional testing, and coordinates the grievance and arbitration processes for uniformed employees.

GOALS & OBJECTIVES

- ◆ Collaborate with and support customer departments by providing expert consultative services and solutions regarding all aspects of human resources administration, including employee relations, recruitment, compensation and benefits, employee development and workplace safety.
- ◆ Facilitate the recruitment of qualified, competent individuals through coordination with educational institutions, job fairs, searches and other specialized venues; provide effective recruitment and support services to City Departments with the implementation of the Human Resources component of the Enterprise Resource Management (ERM) system.
- ◆ Strive to reach market competitiveness and employee equity through the maintenance of a fair classification and compensation system; provide competitive starting salaries and benefits in order to attract and retain competent, qualified employees at all levels.
- ◆ Monitor and offer guidance in the administration of the Employee Performance and Development (EPDP) System, which better links employee performance with organization mission and goals.
- ◆ Increase communication and understanding of the City's personnel rules, policies and procedures to ensure consistent application within the organization; assist employees and supervisors in dealing with non-uniform labor relation issues at all levels.
- ◆ Coordinate and develop employee education and development initiatives, including customized training through the Alamo Community College District Interlocal Agreement, to maintain a highly skilled and competent workforce; develop specific development initiative to build upon and improve management and supervisory practices, knowledge and skills.
- ◆ Revise and update Human Resources-related personnel rules and Administrative Directives to maximize organizational flexibility and effectiveness while ensuring compliance with applicable Federal, State and Local laws.
- ◆ Facilitate the selection of qualified uniformed personnel by administering contracts for the development and validation of entrance and promotional testing of uniformed personnel, and conducting examinations in accordance with Civil Service requirements and collective bargaining agreements.
- ◆ Reaffirm the City's commitment to a diverse workforce by updating the City's Affirmative Action Plan and providing technical assistance to City Departments regarding their objectives.
- ◆ Utilize the SAP Human Resources module to ensure consistent application of processes associated with applicant processing, training, personnel records and other Human Resources related initiatives.

HUMAN RESOURCES

GENERAL FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Customer Service					
	Maintain and enhance a proactive recruiting program	Total No. of Applications Processed	73,761	74,384	74,000	82,400
		-City Employees	11,642	10,920	13,320	14,500
		-Non-City Employees	62,119	63,464	60,680	67,900
		Fire and Police Entry Applications	5,927	5,279	6,912	6,990
		% of Total Applications Received On-line	N/A	N/A	N/A	85%
	Enhance customer service through implementation of ERM/SAP capabilities	Avg. No. of Workdays it takes to Fill a Non-Uniform Vacant Position ¹	15	17	19	14
		- Human Resources	11	10	14	10
		- Outside Agencies	4	7	5	4
Financial	Provide Accountability to the Public					
	Coordinate and develop City sponsored training initiatives through the ACCD Interlocal Agreement.	Value of Training Provided Through the ACCD Interlocal Agreement	\$50,023	N/A	\$57,491	\$122,515
		No. Employees Attending Training Through the ACCD Interlocal Agreement ²	785	N/A	1,332	2,208
Internal Processes	Provide for Safety and Welfare of San Antonio					
	Administer examinations in accordance with Civil Service requirements and collective bargaining agreements	No. of Fire/Police Examinations Administered	15	18	18	18
		No. Hired from Fire/Police Entry-Level Eligibility Lists	158	161	126	130
		No. Hired from Fire/Police Promotional Eligibility List	115	139	108	110
	Continue to efficiently process non-uniform applicants	No. of Advertised Positions	1,078	1,051	790	910
		No. of New Hires processed	1,012	1,345	610	860
	Continue to foster well-trained employees	No. of Training Hours Provided	53,089	51,191	39,760	40,760
	Increase communication and understanding of the City's policies and procedures within the organization through the revision of the City's personnel rules	No. of Citywide HR Related Policies Revised	N/A	N/A	N/A	50%

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Improve Employee Services					
	Maintain a civilian classification and compensation system that reflects internal alignment	No. of In-Lieu-Of/Reclassification Job Studies requested	222	275	225	250
		No. of In-Lieu-Of/Reclassification Requests Approved	154	138	110	175
		No. of Regrade Job Studies Requested and Initiated (job class)	16	20	10	15
		No. of Regrade Requests Approved (New and Previous FYs) ³	5	4	32	5
	Maintain and monitor a turnover rate less then comparable Texas cities	% of Employees Voluntarily Leaving the Organization ⁴	6.9%	N/A	6.9%	6.8%
	Continue coordination and development of City-sponsored training programs for all City employees	No. of Participants in City Sponsored Training Programs	14,347	10,937	5,600	7,200
		% of Employees Improving Knowledge of Subject Matter in ACCD Training Courses as Documented in Post Tests	N/A	N/A	N/A	85%

EXPLANATORY INFORMATION

- ¹ Total average number work days required to fill a vacant position includes time required by Human Resources staff to post the job announcement and develop an eligibility list and to conduct new hire processing. It does not include time required by departments to review applications, or the time required by outside agencies to perform driving status verifications, drug screening and physicals; and time required by the selectee to submit notice of resignation to employers.
- ² Examples of training initiatives developed through the ACCD Interlocal Agreement include: Automotive Diesel Mechanics, Plumbing, Computer Assisted Drawing (CAD), GIS, Contemporary Management Skills, Workforce Supervision, Administrative Management, Multidisciplinary Leadership Skills, Train the Trainer, Anger Management, Leadership Development Program. The Fiscal Year for ACCD Interlocal Agreement is from April through March.
- ³ No. of regrade requests re-estimated in FY 04 included regrades approved by City Council for compression and market realignment.
- ⁴ The turnover rate is calculated by dividing actual voluntary separations by the average number of employees. Voluntary separations do not include retirements or deaths. The average turnover rate of comparable Texas cities ranges from 10.8% to 16.4%.

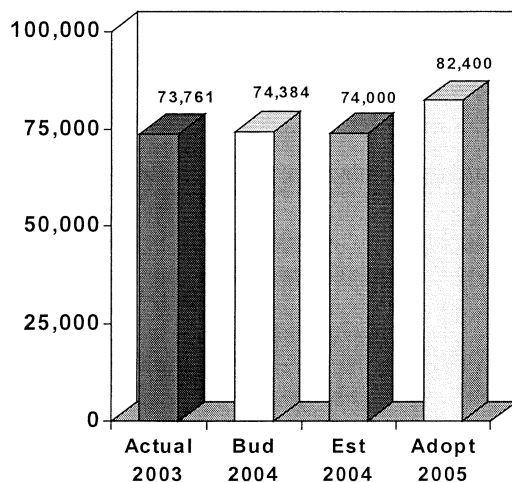
HUMAN RESOURCES**GENERAL FUND****PROGRAM CHANGES**♦ **IMPROVEMENTS****\$11,257*****CASH HANDLING POLICY & PROCEDURES***

This **improvement** totaling \$11,257 will provide for necessary improvements to ensure that proper cash handling policies and procedures and adequate internal controls are in place. Citywide improvements include adding additional positions and selected back ground checks as well as acquiring items such as security cameras, new cash registers, and credit card terminals.

GENERAL FUND EXPENDITURES BY CHARACTER

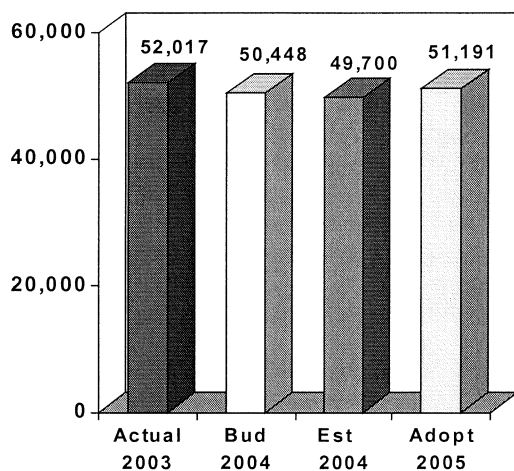
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,793,223	\$1,832,260	\$1,911,480	\$1,880,909
CONTRACTUAL SERVICES	353,826	496,321	399,126	511,439
COMMODITIES	33,606	26,422	26,230	37,673
OTHER EXPENDITURES	5,205	5,205	5,205	7,508
CAPITAL OUTLAY	6,995	0	0	0
TOTAL EXPENDITURES	\$2,192,855	\$2,360,208	\$2,342,041	\$2,437,529
AUTHORIZED POSITIONS	33	34	34	33
FULL-TIME EQUIVALENTS	33.00	34.00	34.00	33.00

NUMBER OF APPLICATIONS PROCESSED



- ✓ Measures the total number of City and Non-City Employment Applications processed
- ✓ In April 2004, the City initiated an online application process through the Enterprise Resource Management System

NUMBER OF TRAINING HOURS PROVIDED



- ✓ Training Programs include:
 - Train the Trainer
 - Workforce Supervision Certification
 - Customized Training
 - Multidisciplinary Leadership Skills
 - Contemporary Management Certification
 - Administrative Management

PROGRAM INFORMATION

The **Employee Benefits** staff implements and administers a full range of benefit programs offered to City employees, retirees, the Mayor, City Council members, and eligible family members. The staff is responsible for administration, education, customer service and contract compliance associated with each of the following programs: the self-insured indemnity health care plans, Health Maintenance Organization (HMO) plan, Vision Plan, Dental Plans, Life Insurance plan, Texas Municipal Retirement Program, Employee Assistance Program, Unemployment Compensation, Extended Sick Leave Program, Wellness Program, Deferred Compensation and voluntary insurance coverage. The staff organizes, promotes, and conducts an annual Health Fair and facilitates periodic review of the benefit programs available to our employees.

GOALS & OBJECTIVES

- ◆ Administer self funded benefit plans to ensure compliance with state and federal law.
- ◆ Provide customer service for all active employees, retirees and their eligible family members on health benefits and retirement program.
- ◆ Evaluate plan design and implement plan changes to control cost and offer a comprehensive benefit package to attract and retain employees.
- ◆ Monitor contracts to ensure delivery of services and compliance with performance measures.
- ◆ Perform medical bill audits and utilization review to contain CitiMed claim expense while coordinating patient care.
- ◆ Conduct ongoing educational and outreach services to provide information regarding the health benefits package, retirement and wellness programs.
- ◆ Facilitate periodic benefit reviews, surveys, vendor reviews and request for proposals to maintain competitive programs.
- ◆ Track unemployment claims and protest questionable claims to control cost
- ◆ Maximize attendance by reducing the average time employees are in short-term disability and facilitating employee's return to regular or light duty work status.
- ◆ Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Worker's Compensation or any law of similar intent.
- ◆ Offer and promote an Employee Assistance Program to address personal and work related issues that affect employee performance.
- ◆ Utilize the SAP ERP system to increase efficiency and improve the quality of service provided to customers.

HUMAN RESOURCES

EMPLOYEE BENEFITS FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Improve Community Outreach					
	Provide direct professional customer service on health, retirement and wellness programs	Avg. No. of Telephone Inquiries per Week	558	594	585	594
		Avg. No. of Walk-in Customers per Week	195	121	105	106
		No. of Civilian Retirements Processed Annually	188	159	166	174
	Administer benefits for qualified unemployment claims	No. of Unemployment Compensation (UC) Claim Notifications	306	343	325	341
	Administer benefits to qualified applicants under the Extended Sick Leave Program	No. of Participants in the Short Term Disability Program	620	N/A	605	611
	Provide confidential Employee Assistance Program (EAP) for eligible Employee/Family	% of Employee/Family Utilization	9.8%	13.0%	10.0%	10.0%
Financial	Provide Accountability to the Public					
	Offer and promote a comprehensive array of competitive basic and optional benefits programs at a reasonable cost	Total CitiMed Claims (millions)	\$40.18	\$46.84	\$45.63	\$50.87
		Avg. CitiMed Cost per Employee/Retiree	\$4,917	\$5,483	\$5,617	\$6,170
		Total HMO Cost (millions)	\$21.50	\$21.82	\$23.27	\$25.40
		Avg. HMO Cost per Employee/Retiree	\$6,212	\$6,357	\$7,143	\$7,677
	Protest disputable UC claims to control cost of program	Total Cost of UC Claims Paid	\$468,410	\$450,000	\$500,000	\$600,000
	Pay Extended Sick Leave claims in accordance with plan document	Amount of Short Term Disability Payments (millions)	\$1.22	N/A	\$1.13	\$1.21
	Provide accountability for cost and efficiency of EAP Program	Cost of EAP Program	\$149,317	\$151,017	\$149,076	\$156,530

HUMAN RESOURCES

EMPLOYEE BENEFITS FUND

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Innovative and Proactive City Government					
	Coordinate annual internal audits of Third Party Administrator (TPA) to ensure contract compliance and quality customer service	Avg. No. of Claims Processed per Week by TPA ¹	3,352	4,301	4,172	4,589
		Avg. No. of Claims Pended per Week ²	111	301	125	138
		Avg. No. of Claims Paid per Week ³	3,222	4,000	4,047	4,451
		Avg. Turnaround Time for Claims Paid (days) ⁴	20	15	20	15
	Track unemployment claims and identify potential problem areas and determine appropriate solutions	No. of Claims Protested	84	95	112	118
		No. Favorable UC Decisions	71	61	93	98
	Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status	No. of Participants that Returned to Light Duty Status or Work as a Result of Attending Physician Coordination	90	N/A	88	90
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Conduct Open Enrollment briefings to educate employees, retirees, and their eligible family members on the annual benefits program options	No. of Employees/Retirees Enrolled in Citimed	8,173	8,542	8,123	8,245
		No. of Employees/Retirees Enrolled in HMO	3,388	3,433	3,260	3,309
		% of Employees Completing Annual Enrollment Online	9%	20%	2%	15%
	Plan, organize, promote and conduct annual events to inform employees about benefits program and promote wellness in the workplace	No. of Open Enrollment On-Site Benefits Seminars Held Annually	6	10	3	10
		No. of Employees Attending Other Benefits-Related Seminars Offered Annually (Health Fair, TMRS Retirement, Orientation, etc.)	6,126	6,563	6,680	7,014
	Provide supervisory training seminars designed to reduce the number of claims paid resulting from noncompliance	No. of Attendees at Supervisory Training Session on Unemployment Compensation	66	115	115	121
	Conduct Seminars to educate Supervisors on the Short Term Disability Program	No. of Attendees at Supervisory Seminars on Short Term Disability Program	119	120	120	126

HUMAN RESOURCES**EMPLOYEE BENEFITS FUND****BALANCED SCORECARD CONTINUED**

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Employee Learning & Growth	Provide training to managers, supervisors, and City Employees on how to access EAP services and the appropriate means to facilitate referrals	No. of Employees Trained	614	626	591	621

EXPLANATORY INFORMATION

- ¹ The number of claims presented for payment.
- ² The number of claims for payment, which are not paid but set aside until missing documentation is received.
- ³ The number of claims processed to a conclusion during a workweek.
- ⁴ The number of business days it takes the TPA to process claims from the date a claim is presented for payment until the claim is paid, pending or denied.

PROGRAM CHANGES
◆ IMPROVEMENTS
\$25,128
EMPLOYEE SERVICES – WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** totaling \$25,128 will provide a market adjustment and performance pay incentive for eligible employees included in the Employee Benefits Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in April 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

HUMAN RESOURCES**EMPLOYEE BENEFITS FUND****EMPLOYEE BENEFITS FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$750,302	\$953,711	\$897,158	\$963,248
CONTRACTUAL SERVICES	44,768,298	51,262,479	50,538,539	48,874,659
COMMODITIES	6,636	10,322	10,392	10,425
OTHER EXPENDITURES	7,479	7,479	10,464	7,554
CAPITAL OUTLAY	3,960	0	1,482	0
TRANSFERS	20,731,271	21,393,423	22,806,001	24,785,352
TOTAL EXPENDITURES	\$66,267,946	\$73,627,414	\$74,264,036	\$74,641,238
AUTHORIZED POSITIONS	17	18	18	18
FULL-TIME EQUIVALENTS	17.00	18.00	18.00	18.00

HUMAN RESOURCES

UNEMPLOYMENT COMPENSATION FUND

PROGRAM INFORMATION

The **Unemployment Compensation Program** is administered in-house to pay for unemployment benefits to qualified individuals and to protest disputable claims through the Texas Workforce Commission.

GOALS & OBJECTIVES

- ◆ Administer benefits for qualified unemployment claims.
- ◆ Protest disputable claims to control cost of program.
- ◆ Track unemployment claims and identify potential problem areas and determine appropriate solutions.

UNEMPLOYMENT COMPENSATION FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
CONTRACTUAL SERVICES	\$468,409	\$450,000	\$500,000	\$455,000
TOTAL EXPENDITURES	\$468,409	\$450,000	\$500,000	\$455,000

PROGRAM INFORMATION

The City's **Extended Sick Leave Program** is designed to provide short-term and long-term disability benefits to employees who become disabled due to a non-work related illness or injury. Short-term disability benefits are paid as a percentage of compensation from 40% to 100% based on years of service. Long-term disability benefits are paid at 40% of monthly salary or at 60% if optional disability insurance is purchased.

GOALS & OBJECTIVES

- ◆ Reduce the average time employees are in short-term disability by coordinating with the attending physician on the employee's ability to return to regular work or light duty work status.
- ◆ Coordinate the City's disability benefits with benefits received from other disability programs such as the Federal Social Security Act, Texas Municipal Retirement System, Rehabilitative Employment, Workers' Compensation or any law of similar intent.

EXTENDED SICK LEAVE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$13,972	\$30,000	\$30,000	\$30,000
TOTAL EXPENDITURES	\$13,972	\$30,000	\$30,000	\$30,000

HUMAN RESOURCES

OCCUPATIONAL HEALTH PROGRAM FUND

PROGRAM INFORMATION

The **Employee Assistance Program (EAP)** provides confidential and timely assistance to non-uniform City employees and their families experiencing personal problems which may affect job performance. EAP counseling includes, but is not limited to, the following problem areas: substance abuse, depression, stress management, grief/bereavement, gambling, legal/financial, family/marital, and critical incident stress. EAP service is provided by an external vendor, under the supervision of the City Employee Assistance Coordinator. The Employee Assistance Coordinator monitors the program contract for compliance, provides training and consultation, and handles complaints.

GOALS & OBJECTIVES

- ◆ Facilitate early recognition, intervention, and resolution of personal or work-related problems that affect employee performance.
- ◆ Provide readily accessible and confidential short-term counseling assistance for employees and eligible family members.
- ◆ Provide an assessment/referral mechanism for complicated personal problems that might require in-depth care.
- ◆ Provide training to managers, supervisors, and City employees on how to access EAP services and the appropriate means to facilitate referrals.

PROGRAM INFORMATION

- ◆ **IMPROVEMENTS** **\$1,526**

WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** totaling \$1,526 will provide a market adjustment and performance pay incentive for eligible employees included in the Occupational Health Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, full-time and part-time civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in April 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

OCCUPATIONAL HEALTH FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$53,761	\$56,309	\$56,455	\$59,512
CONTRACTUAL SERVICES	149,984	152,947	152,771	155,472
COMMODITIES	488	338	350	338
CAPITAL OUTLAY	0	0	0	537
TOTAL EXPENDITURES	\$204,233	\$209,594	\$209,576	\$215,859
AUTHORIZED POSITIONS	1	1	1	1
FULL-TIME EQUIVALENTS	1.00	1.00	1.00	1.00

HUMAN RESOURCES

SELF-INSURANCE WORKERS' COMPENSATION FUND

PROGRAM INFORMATION

The **Workers' Compensation Program's** function is to ensure the City's compliance with applicable federal, state and local statutes and regulations dealing with employee injuries or illnesses in the course and scope of employment and monitoring the activities of the Third Party Administrator. The Texas Workers' Compensation Act is the primary regulatory statute in this regard. The Safety program's function is to eliminate, reduce or otherwise mitigate the City's exposure to loss resulting from occupational injuries/illnesses, vehicle accidents, third party liability claims and property loss.

GOALS & OBJECTIVES

- ◆ Ensure compliance with the Texas Workers' Compensation Act.
 - Continue to train departmental representatives on the requirements, guidelines and benefits of the Texas Workers' Compensation Act.
 - Have staff members obtain and/or maintain professional certifications/licenses by providing professional development opportunities.
- ◆ Improve the overall financial status of the Workers' Compensation Fund.
 - Identify and communicate to the City's executive staff members the Cost of Risk for the Self-Insured Workers' Compensation Program.
 - Administer Risk Management contracts and ensure delivery of all contracted services.
 - Increase the effectiveness of the Modified Duty Program.
 - Reduce the severity and rate of injury to City employees.
 - Aggressively pursue all potential recoveries from negligent third parties.
- ◆ Perform on-site inspections and consultations to promote compliance with accepted guidelines such as: OSHA Standards, Uniform Fire Code, National Electrical Code, National Fire Protection Association Life Safety Code, Federal, State, and local Regulations, Department of Transportation Standards for Commercial Drivers, and Hazard Communication Act.
- ◆ Provide quality safety and health education programs, both in formal classroom environments and within the work areas.

HUMAN RESOURCES

SELF INSURANCE WORKERS' COMPENSATION FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust & Awareness					
	Identify and communicate the Cost of Risk for the Self-Insured Workers' Compensation Program	Cost of Risk (millions) ¹	\$12.95	\$13.39	\$13.85	\$12.98
		% Cost of Risk vs. Total City Budget ²	0.85%	0.95%	0.91%	0.85%
	Reduce the rate of injury to City employees	Injury Rate per 100 Employees (200,000 hours worked)	20.1	16.4	16.0	16.2
		Lost Time Injury Claims per 100 Employees (200,000 hours worked)	8.5	6.6	7.0	6.7
		Avg. Cost Per Claim	\$3,994	\$4,150	\$4,210	\$4,147
Financial	Provide Accountability to the Public					
	Pursue all potential recoveries from negligent third parties	% of Value Recovered from Negligent Third Parties ³	97.7%	97.5%	96.2%	98.2%
		Amount Recovered from Negligent Third Parties	\$271,162	\$257,000	\$249,948	\$253,125
Internal Processes	Innovative and Proactive City Government					
	Increase the effectiveness of the Modified Duty Program	No. of Modified Duty Released to Full Duty Within Six Months	162	135	91	96
		% of Modified Duty Released to Full Duty	91%	83%	84%	85%
	Perform on-site inspections and consultations to promote compliance with accepted guidelines	No. of Inspection/Training/ Training Assistance/ Program Development/ Investigation Hours ⁴	5,672	4,633	4,854	4,753
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Continue to train departmental employees on a wide variety of safety and health topics	No. of Employees Trained (Workers' Compensation & Safety)	3,780	3,850	8,374	5,425
		No. of Safety Training Contact Hours ⁵	43,843	46,750	1,463,526	550,550
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	216	230	237	242

EXPLANATORY INFORMATION

¹ Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.

² Calculation uses operating and capital projects budgets as Total City Budget, targeted to a standard of 1%.

³ Includes recovery from insurance companies, civil awards, and criminal restitution. Actual FY 2003 includes reduction to backlog/ recoveries from prior fiscal years.

⁴ Activities include but are not limited to: Facility Inspections, Safety Training, Workers' Compensation Training, Travel Time, Report Writing, Extra Hazard Employer Research, Updates to Workers' Compensation Law, Fraud Investigations etc.

HUMAN RESOURCES

SELF INSURANCE WORKERS' COMPENSATION FUND

EXPLANATORY INFORMATION CONTINUED

- ⁵ All figures include the addition of personnel trained through the Risk Management Safety Sections Video Training Library (Collection includes 680 Safety Videos and is the largest in the City). All figures also include personnel trained by the Workers' Compensation Section of Risk Management. Video training hours was not reflected in the FY 04 Revised Budget, whereas they are encompassed in the FY 05 Proposed number.

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS \$30,247

ELIMINATE VACANT SENIOR MANAGEMENT ANALYST

This **reduction** will cancel the transfer for the funding for half of a vacant Sr. Management Analyst Position. The remainder of the funding for this position is eliminated in the Liability Fund. This position provides fiscal oversight for the Workers' Compensation and Liability Funds, and serves a liaison function. The department will manage its resources to minimize the impact of this reduction by redirecting its functions to a Special Projects Coordinator in the Workers' Compensation Fund. This reduction will result in total savings of \$30,247 to the Workers' Compensation Fund.

◆ MANDATES \$7,346

RIVERVIEW OFFICE SPACE LEASE

This **mandate** will provide for continuation of a lease agreement with Riverview Towers for office space. This mandate includes recurring costs of \$7,346 in FY 2005.

◆ IMPROVEMENTS \$25,903

WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** totaling \$22,846 will provide a market adjustment and performance pay incentive for eligible employees included in the Self-Insurance Workers' Compensation Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This **improvement** totaling \$3,057 will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

HUMAN RESOURCES

SELF INSURANCE WORKERS' COMPENSATION FUND

WORKERS' COMPENSATION EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,353,300	\$1,424,800	\$1,404,524	\$1,430,233
CONTRACTUAL SERVICES	1,237,798	1,410,969	1,333,073	1,451,506
COMMODITIES	43,161	42,367	47,206	42,268
OTHER EXPENDITURES	10,293,094	10,603,206	10,570,777	11,097,069
CAPITAL OUTLAY	18,094	-	-	-
TRANSFERS	922,287	683,555	683,217	579,827
TOTAL EXPENDITURES	\$13,867,734	\$14,164,897	\$14,038,797	\$14,600,903
AUTHORIZED POSITIONS	16	16	16	16
FULL-TIME EQUIVALENTS	16.00	16.00	16.00	16.00

PROGRAM INFORMATION

The **Liability Program's** principle function is to administer the City's Self-Insured Liability Program. This includes assisting the City's Claims Board and facilitating a litigation management process. The Liability Section is also responsible for the recovery of damages to City personnel, property or equipment from liable third parties; placement of insurance coverage; maintaining current property listings for insurance policies; and providing services to all departments including, but not limited to, responding to department insurance inquiries, reviewing and approving certificates of insurance; reviewing departmental insurance requirements for contracts, Requests For Proposals (RFP's), and Requests For Qualifications (RFQ's); and monitoring activities of Third Party Administrators.

GOALS & OBJECTIVES

- ◆ Improve the overall financial status of the Liability Fund.
 - Identify and communicate to the City's executive staff members the Cost of Risk for a Self-Insured Liability Program.
 - Ensure the City provides compensation for only claims for which it is responsible.
 - Aggressively subrogate and pursue all potential recoveries from negligent third parties.
 - Educate and assist City Departments on methods to identify and control risk exposures and control risks of financial, physical or bodily injury loss to employees or the public.
 - Identify, report, and obtain all recoveries due from excess insurance carriers.
 - Reduce the frequency of motor vehicle accidents and other damage to City property through interaction and training with City departments.
- ◆ Ensure that the City's investigation and defense costs are minimized to ensure fiscal responsibility.
 - Coordinate a litigation management program with the City Attorney with the advice and direction of the Claims Board.
 - Reduce the frequency of litigated claims and the associated cost to settle claims.
 - Assist the City's Claims Board in their duties and responsibilities.
- ◆ Ensure the City's risks are properly identified, evaluated and addressed.
 - Continue to administer Risk Management contracts and ensure delivery of all contracted services.
 - Provide timely and relevant guidance to City departments regarding contractual insurance and indemnification requirements.
- ◆ Assist staff members to obtain and/or maintain professional certifications/licenses by identifying and offering professional development opportunities.

HUMAN RESOURCES

SELF-INSURANCE LIABILITY FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust & Awareness					
	Continue to identify and communicate the cost of risk for the Self-Insured Liability Program	Cost of Risk (millions) ¹	\$8.70	\$11.70	\$10.25	\$10.43
		% Cost of Risk vs. Total City Budget ²	0.57%	0.83%	0.67%	0.69%
Financial	Provide Accountability to the Public					
	Identify and pursue all potential recovery from negligent third parties	% of Value Recovered from Negligent Third Parties ³	96.0%	97.5%	97.3%	97.5%
		Amount Recovered From Negligent Third Parties ³	\$179,039	\$225,000	\$275,263	\$252,500
Internal Processes	Innovative and Proactive City Government					
	Reduce frequency of litigated claims and the associated cost to settle claims	% of Claims Closed by the TPA Within 12 Months	82%	83%	83%	84%
		No. of Cases Resolved at Claims Board	8	10	4	6
Employee Learning & Growth	Improve Information Technology Service Delivery					
	Reduce frequency of motor vehicle accidents involving City owned vehicles; Provide interaction and training with City departments	Vehicle Accident Rate per 1,000,000 miles ⁴	8.6	15.0	10.7	10.5
		No. of Employees Trained in Defensive Driving	1,391	1,723	1,425	1,450
	Ensure the City's risks are properly identified, evaluated and addressed	No. of Inspections/ Investigation Hours ⁵	453	445	464	473
	Have staff members obtain and/or maintain professional certifications/licenses	No. of Training Hours Received	66	64	58	62

EXPLANATORY INFORMATION

- ¹ Cost of Risk includes uninsured losses, retained losses, loss prevention costs, insurance costs and administrative costs.
- ² Calculation uses operating and capital projects budgets as Total City Budget. Targeted to a standard of one percent.
- ³ Includes recovery from insurance companies, civil awards, and criminal restitution.
- ⁴ Figure is calculated by dividing the number of vehicle accidents by miles driven and multiplying by 1,000,000.
- ⁵ Figure includes all types of liability inspections/investigations by the Liability and Safety Sections of Risk Management.

HUMAN RESOURCES

SELF-INSURANCE LIABILITY FUND

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS

\$30,247

ELIMINATION OF SENIOR MANAGEMENT ANALYST

This **reduction** will eliminate half of the funding for a vacant Senior Management Analyst position in the Risk Management division. This position provides fiscal oversight for the Workers' Compensation and Liability Funds, and serves a liaison function. The department will manage its resources to minimize the impact of this reduction by redirecting its functions to a Special Projects Coordinator in the Workers' Compensation Fund. This elimination will result in total savings to the Self-Insurance Liability fund of \$30,247.

◆ MANDATES

\$32,373

THIRD PARTY ADMINISTATOR

This **mandate** will provide for a contract with a Third Party Administrator (TPA) to administer Workers' Compensation and Liability claims. The mandate has total recurring costs in FY 2005 of \$32,373.

◆ IMPROVEMENTS

\$5,193

WORKFORCE COMPENSATION ENHANCEMENT

This **improvement** totaling \$5,193 will provide a market adjustment and performance pay incentive for eligible employees included in the Self-Insurance Liability Fund budget. The market adjustment, effective October, 2004, will be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, all eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

HUMAN RESOURCES

SELF-INSURANCE LIABILITY FUND

LIABILITY FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$1,101,348	\$1,116,886	\$786,858	\$1,089,729
CONTRACTUAL SERVICES	587,357	714,813	702,140	715,237
COMMODITIES	18,747	27,994	18,981	27,994
OTHER EXPENDITURES	6,986,854	8,436,278	8,674,948	8,545,863
CAPITAL OUTLAY	3,511	0	0	0
TRANSFERS	139,274	274,528	267,927	357,341
TOTAL EXPENDITURES	\$8,837,091	\$10,570,499	\$10,450,854	\$10,736,164
AUTHORIZED POSITIONS	18	17	17	16
FULL-TIME EQUIVALENTS	18.00	17.00	17.00	16.00

HUMAN RESOURCES

ALTERNATIVE SERVICES EMPLOYEE FUND

PROGRAM INFORMATION

The **Alternate Services Employee Fund** was established to record all revenues and expenditures associated with the provision of temporary and youth worker services to City departments. Temporary services are provided to City departments when an increase in work demand requires additional staff or when employees are not available due to approved leave or leave resulting from injuries or extended illness. The youth worker programs provide support to City departments who in turn establish ties with the surrounding community and provide valuable work experience to students in the San Antonio area. The Human Resources Department provides alternate employee support services on a charge-back basis to other City departments.

ALTERNATE SERVICES EMPLOYEE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$9,604,085	\$2,063,592	\$7,811,001	\$8,982,651
CONTRACTUAL SERVICES	42,013	3,518	43,891	44,000
TOTAL EXPENDITURES	\$9,646,098	\$2,067,110	\$7,854,892	\$9,026,651
<hr/>				
AUTHORIZED POSITIONS	1,946	1,946	1,946	1,946
FULL-TIME EQUIVALENTS	1,946.00	1,946.00	1,946.00	1,946.00